Northern Rangelands Trust (NRT) is searching for a consultant to help with the drafting and development of new Strategic plan for the period 2023-2027.

1.0 GENERAL INFORMATION

<table>
<thead>
<tr>
<th>Work Description:</th>
<th>Development of Northern Rangelands Trust Strategic Plan</th>
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</thead>
<tbody>
<tr>
<td>Post Title:</td>
<td>Strategy Consultant</td>
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<tr>
<td>Duty Station:</td>
<td>NRT Headquarters</td>
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<tr>
<td>Duration:</td>
<td>3 Months.</td>
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<td>Expected Start Date:</td>
<td>Immediately after signing of the contract</td>
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2.0 INTRODUCTION

Northern Rangelands Trust (NRT) intends to develop a five (5) years Strategic Plan through a highly consultative process involving all relevant stakeholders.

The plan shall include envisioning of NRT resilience community and ecosystem in the Northern Region Transforming lives, securing peace, and conserving natural resources. This will be achieved by focusing on the four complementary objectives in the strategic plan: Governance, peace and security, livelihood and business, Natural Resources and conservation within its members conservancies. The plan shall have a clear focus on community conservancies with lessons learned from best practice within the Country.

3.0 BACKGROUND INFORMATION

NRT is a community membership organization owned and led by the 43 community conservancies in Northern and Coastal Kenya. NRT was established as a shared resource to help build and develop community conservancies, which are best positioned to enhance people’s lives, peacebuilding, and conserve the natural environment.

NRT main objective is to develop locally led governance structures that complement traditional, indigenous systems, run peacebuilding programs, take the lead in natural environment management, and manage sustainable businesses linked to conservation. NRT also raises funds for member conservancies, shares advice and guidance on management and supports training and performance monitoring activities.

In order to deliver on our objective, NRT recognizes the value of developing a strategic plan to assess the strengths and weaknesses of our approach and to consider the internal and external factors that influence the trajectory of our work. NRT plans to develop a five-year strategic plan for 2023-2027, to affirm the Organization’s vision and to establish a design process and approach for the effective implementation and sustainability of its mandate over the next five years. NRT firmly believes that its staff members, donors, partners, and key stakeholders (community) are at the centre of this strategic
planning effort, helping to assess ways in which to strengthen the impact of the organization, providing direct input into consultations.

4.0 OBJECTIVE

The main objective of this consultancy is to develop a five-year strategic plan that builds on the achievements of the current strategic plan and to address the opportunities presented by current and emerging internal and external operating environment. The consultant will support the definition of a detailed outcomes measurement methodology for NRT’s anticipated growth. The purpose of this consultancy is to implement a strategic methodology and support a participatory planning process to ensure a sense of ownership, meaningful engagement with the donors and key stakeholders.

5.0 SCOPE OF WORK

Specifically, the assignment will ensure the Strategic Plan is developed through an inclusive and highly consultative process involving all key stakeholders on strategy development.

The plan must address, amongst other things, development of strong partnerships and resource mobilization initiatives and how to engage donors more effectively, government agencies and communities in the realization of NRT’s mission and vision. The consultant will draw from any best practices within the existing Strategic Plan and similar strategic plans for other non-governmental organizations with similar operations as NRT.

Elements of the plan will include but not limited to:

1. Review of the current Strategic Plan which is lapsing in December 2022. While reviewing the current strategic plan the consultant shall take note of the following:
   - The extend to which the strategic plan has been implemented in terms of the Key Thematic and Supporting Areas, Strategic Goals, Institutional Sustainability initiatives, Networking and Partnerships, Monitoring and Evaluation, Financial Resource Mobilization, Governance, Human Resource, Risk Management amongst others.
   - The challenges/lapses that emerged in the process of implementation of the Strategic Plan.
   - The Vision, Mission, Core Values and Rallying Call and how these shaped the realization of the Core Business of Reintegration

2. Develop a sound methodology that grounds the strategic plan and facilitates a directional analysis for NRT’s current operations and the integration and development of the plan.

3. Conduct a needs assessment of the Organization including consideration of situation analysis and identification of constraints and opportunities for growth and development.

4. Develop plans and strategies with clear deliverables, indicators and tools that address the constraints and create the needed support systems and incentives.

5. Development, validation, and finalization of the strategic plan 2023-2027, including outcome mapping for monitoring and evaluation, detailed implementation for 2023-2024, and general activities for 2023-2027.

6. Recommend methodology and tools for evaluating outcomes and develop monitoring and communication strategy.

7. Define the organizations capacity and core competencies.

8. Define the organizations management structure.

9. Perform a SWOT analysis.
10. Project a realistic income forecast from donors or marketing over the next five years.
11. Define capacity building needs.
12. Map strategic partnerships and approaches.
13. Promote organizational visibility.
14. Define long term goals, annual work plans and action plans.
15. Embedding robust operational and M&E plan, risk identification and mitigation strategies.
16. Project realistic implementation timelines for priority organizational strategies.
17. Propose a suitable overarching framework for the Strategic Plan.
18. 40 interviews with internal/external stakeholders
19. Learning from 8-10 best practices organization from various sectors (conservation, development) that are active in East Africa

6.0 EXPECTED OUTPUT AND DELIVERABLES

Expected deliverables include:
- An inception report detailing the methodology/approaches and timelines associated with this consultancy assignment.
- A strategic planning workshop for NRT Board, Staff and Stakeholders.
- A five-year Strategic Plan covering the period 2023-2027.
- A consultancy report that includes the major activities of the consultancy, the highlights of the strategic planning workshop and the evaluation of the workshop
- Output format (Ppt, Word) and an estimate of the number of pages for each. (10)

7.0 DURATION OF ASSIGNMENT

The consultancy shall be for a period not exceeding three months from the date of signing of the consultancy agreement.

8.0 COMMITMENT TO WORK QUALITY

The consultant shall use an evidence-based approach and ensure the highest standards of work and timely deliverables at every stage of this assignment. The consultant shall ensure clarity of objectives and process during the consultancy, counter check all facts and figures cited, ensure that the content and format of the strategic plan meets high standard for such documents, including proper editing, clarity, and use of design and graphics.

9.0 COMPETENCIES AND SKILLS REQUIRED

The consultant/ consultancy firm should have the following requirements.

1. Profile for the consultancy firm showing previous work in strategic plan development (preferably in non-profit venture)
2. A written response to this TOR in terms of a proposal detailing the technical understanding of the task, proposed methodologies of the assessment, expected activities and deliverables, proposed work plans with schedule, and financial bids.
3. Detailed CVs of all professional(s) who will work on the task. If there is more than one consultant on the proposed assignment, please attach CVs and summary page showing each of the individual expertise.
4. Professional references: please provide at least three references from your previous clients and full contact details of the referees.
5. At least three brief reports of similar works undertaken.
6. Mandatory Requirements
   - Copy of Certificate of Registration/Incorporation
   - Valid Tax Compliance Certificate
   - Valid Practicing License of the firm and current annual license.
   - Financial Proposal Indicate - Prices Inclusive of VAT where Applicable.
   - Letters of good standing of the Firm and its Partners
   - List of firm’s current clients and contacts with permission to seek references from them.
   - Payment of a non-refundable fee of Kshs. 3,000.00 (Three thousand Kenya Shillings) to Northern Rangelands Trust account number 0308167747 ABSA BANK NANYUKI BRANCH and ATTACH deposit slips with their bid documents upon submission of the documents.
   - Please clearly indicate NRT/30/NOVEMBER/2022 on the bid envelope.

10.0 SUBMISSION

Bidders should submit a Technical and Financial Proposal in a plain envelope clearly marked “Tender No. NRT/NOVEMBER/30/2022 “Northern Rangelands Trust Strategic Plan Consultancy” addressed to;

The Chairman Tender Committee
Northern Rangelands Trust HQ
Isiolo, KENYA.

Interested eligible firms may obtain information at:

NORTHERN RANGELANDS TRUST-HQ
ISIOLO, KENYA OR EMAIL – bids@nrt-kenya.org

The Proposal should be addressed as above to reach the undersigned (hand delivered or couriered) by 14th December 2022 not later than 11.00 am. Opening for the same will be done immediately after in presence of consultants or their representatives. Only successful bidders will be contacted

Kind Regards
Osman Hussein
OPERATIONS DIRECTOR, NRT.